

## Supervisory Training Curriculum

Training Topics	Training Objectives	Notes
Phase I:		<p>To be completed during the first year as a new supervisor. (DOI Policy)</p> <p>To be completed during the first 6 months as a new supervisor. (FWS Policy - 230 FW 4)</p>
Supervisory roles and responsibilities	Given specific challenges related to transitioning from a staff position to a supervisory position, the new supervisor is able to overcome those challenges consistent with the expectations for their supervisory role.	Covered in Applied Supervision
Staffing, Classification and Position Management	Given the organization's mission and goals, funding, and other resources, the supervisor assesses current and future staffing needs and develops a staffing plan for successfully accomplishing the organization's mission.	Covered in on-line material to be developed. (Winter 2006)
Merit System Principles ( <b>MSP</b> ), Prohibited Personnel Practices ( <b>PPP</b> ), Hiring, and Recruitment	Given a staffing need as identified in an approved staffing plan, the supervisor recruits and selects individuals based on merit principles and EEO regulations in the interest of building a diverse workforce.	<p>MSP/PPP are covered in the pre-work assignment for Applied Supervision.</p> <p>"Merit Systems Principles"  <a href="http://www.opm.gov/ovrsight/mspidx.asp">http://www.opm.gov/ovrsight/mspidx.asp</a></p> <p>"Prohibited Personnel Practices"  <a href="http://www.opm.gov/ovrsight/proidx.asp">http://www.opm.gov/ovrsight/proidx.asp</a></p> <p>Hiring and Recruitment is covered in a new on-line module that will be available by Fall /Winter 2006</p>

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Interviewing and Selection	Given a recruitment action, the supervisor plans for and conducts applicant and reference interviews that meet legal parameters and resulting in hiring the best candidate for the position.	<p>Covered in a variety of on-line courses offered by DOI University including:</p> <ul style="list-style-type: none"> <li>• “Effective Interviewing” #HR0232 (3 Hrs) and</li> <li>• “Selecting the Best Applicant.” #HRO233 (2 Hrs)</li> </ul> <p><a href="http://doi.b2bln.com/tsonline/catalog.cfm#KC!">http://doi.b2bln.com/tsonline/catalog.cfm#KC!</a></p> <p>Enter the course name or number in the Search block.</p>
Performance Management System, Coaching and Counseling Skills, Feedback Skills, Performance Evaluation Skills, Conducting a Performance Appraisal Session, and Motivational Theory/ Models	Given work to be accomplished through subordinate employees, the supervisor will coach and counsel subordinates in meeting critical results as identified in the employee’s performance plan.	Covered in Applied Supervision
Performance Improvement Plans and Performance Based Actions	Given an employee’s less than successful performance of critical results identified in the employee’s performance plan; the supervisor will take steps to improve the employee’s performance in accordance with the policies of the organization.	Covered in Applied Supervision
DOI Awards and Recognition Program	Given outstanding performance by subordinates the supervisor will use the awards and recognition program to create and sustain a motivating and productive work environment.	<p>Covered in Applied Supervision</p> <p><a href="http://www.fws.gov/policy/">http://www.fws.gov/policy/</a> Click on Service Manual under Directives. Select 200 Series – 224 FW 3 and 4</p>

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Rehabilitation Act of 1973 and Reasonable Accommodation	Given individual employees with special needs, the supervisor makes accommodations for those needs consistent with the requirements of the Rehabilitation Act of 1973 and Department and Bureau policy and directives.	<p>Covered in DOI University on-line course "Human Resource Law: Americans with Disabilities Act"; Course #47312 , 2 Hrs  <a href="http://doi.b2bln.com/tsonline/catalog.cfm#KC">http://doi.b2bln.com/tsonline/catalog.cfm#KC</a></p> <p>Enter the course name or number in the Search block.</p>
Supervising a Diverse Workforce	Given a diverse workforce, the supervisor creates an inclusive work environment that includes respect, understanding, valuing, and maximizing the talents of each individual towards the accomplishment of the mission.	Covered in Applied Supervision
Situational Leadership, Coaching, and Delegation	Given a task to be assigned, the supervisor assesses the employee's level of competence and commitment to the task, and provides the level of direction and support the employee needs for successful performance.	All three topics are covered in Applied Supervision. Coaching skills are further covered in the NCTC course "Coaching for Performance" and delegation is also covered in the NCTC course "Introduction to Management Skills"
Employee Development	Given identified individual training needs and mandatory or required training, the supervisor will ensure that all employees, including the supervisor, receive the training in a timely manner.	Covered in Applied Supervision
Conduct vs. Performance and Progressive Discipline	Given an employee situation of concern, the supervisor is able to differentiate between conduct and performance issues and take the appropriate steps to resolve conduct issues in accordance with organizational policies, procedures and standards.	Covered in Applied Supervision

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Standards of Conduct and Ethics in the Workplace	Given the Standards of Conduct and other applicable guidance the supervisor determines the correct course of action when an ethical or conduct concern occurs and provides guidance to the employee.	Covered in Applied Supervision and also in the on-line module "Ethics for New Supervisors" Course # LED6W05; (1.5 Hrs) To Register follow the instructions at this website <a href="http://training.fws.gov/applic.html">http://training.fws.gov/applic.html</a> or go to <a href="https://doilearn.doi.gov/">https://doilearn.doi.gov/</a>
Hostile Work Environment and Sexual Harassment and Quid Pro Quo,	Given an indication or claim of a hostile work environment, sexual harassment, or discrimination, the supervisor promptly conducts an investigation and takes measures as appropriate to correct the situation and maintain an environment free of discrimination and other inappropriate behavior.	Covered in Applied Supervision
EEO Complaint Process and the Grievance Process	Given complaints or grievances, the supervisor takes measures as appropriate to resolve them.	Covered in Applied Supervision and also in DOI's on-line module "Discrimination and Whistleblowing in the Workplace (No Fear Act)"  <a href="http://www.doiu.nbc.gov/nofear/">http://www.doiu.nbc.gov/nofear/</a>
Labor Management Relations	Given organizational policy and procedures, supervisors will act in accordance with any bargaining unit agreement that exists and/or uphold the rights of employees when they are attempting to organize.	Covered in the final module of "Labor Management Law" from the on-line course from DOI University – "Employment and Labor Law (LAW0103)"; 30 Min.  <a href="http://doi.b2bln.com/tsonline/catalog.cfm#KCI">http://doi.b2bln.com/tsonline/catalog.cfm#KCI</a>

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Leave and Pay Administration	Supervisor will make decisions regarding employee leave, coverage for leave, approval and administration of overtime for staff in accordance with all regulations and policies.	<p>Covered in the on-line module "Pay and Leave for Supervisors" (LED6W06); 1 Hr.</p> <p>To Register follow the instructions at this website <a href="http://training.fws.gov/applic.html">http://training.fws.gov/applic.html</a> or go to <a href="https://doilearn.doi.gov/">https://doilearn.doi.gov/</a></p>
Safety Issues and Programs	Given workforce/ workplace injuries/ accidents, the supervisor completes accident/incident reports and Worker's Compensation claim forms and facilitates the employee's return to duty as quickly as possible.	<p>Covered in DOI University's on-line course "Authorities, Roles, and Responsibilities - Safety and Occupational Health"</p> <p><a href="http://www.doiu.nbc.gov/viewevent.cfm?id=13380429041212">http://www.doiu.nbc.gov/viewevent.cfm?id=13380429041212</a></p>
<b>Phase II:</b>		<b>To be completed based on need, by the end of the second year as a new supervisor.</b>
Individual Development and 360° Assessment of Leadership Skills	Given feedback from management, peers, subordinates and others, the supervisor is able to develop a professional growth plan that is focused on developing supervisory and leadership skills.	Covered in Applied Supervision and the NCTC course "The Leadership Challenge"
Conflict Resolution	Given a conflict situation involving the supervisor and a stakeholder or an employee-to-employee conflict, the supervisor is able to manage the situation in a constructive manner and seek out assistance as needed in keeping with organizational policies, procedures and standards.	Covered in Applied Supervision

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Team Process and Performance	Given the requirement to build a cohesive work group or team, the supervisor applies team processes and group dynamic techniques to accomplish work.	<p>Covered in the NCTC course “Introduction to Management Skills” and a variety of DOI University on-line courses.</p> <p><a href="http://doi.b2bln.com/tsonline/catalog.cfm#KCI">http://doi.b2bln.com/tsonline/catalog.cfm#KCI</a>  See Netg “Teambuilding Curriculum”</p>
Customer Service Standards	Given the need to provide products and services to internal and external customers, the supervisor will seek continuous improvement in the quality of services, products, and processes.	<p>Covered in a variety of courses, including DOI University on-line courses.</p> <p><a href="http://doi.b2bln.com/tsonline/catalog.cfm#KCI">http://doi.b2bln.com/tsonline/catalog.cfm#KCI</a>  See Netg &amp; Skillsoft “Customer Service Curriculum”</p>
Influencing Skills	Given work-related challenges or tasks and situations requiring buy-in and/or approval, the supervisor will apply power, authority, and influence to build support and/or consensus for achieving organizational goals.	<p>Covered in the NCTC course “Introduction to Management Skills” and a variety of DOI University on-line courses.</p> <p><a href="http://doi.b2bln.com/tsonline/catalog.cfm#KCI">http://doi.b2bln.com/tsonline/catalog.cfm#KCI</a>  Search for course #'s 46103, LEAD0126, &amp; 43015</p>
Communication Skills	Given the normal activities of a first level supervisor, the supervisor demonstrates communication skills that facilitate an open exchange of ideas and build relationships.	Covered in Applied Supervision
Change Management, Work Prioritization, and Stress Reduction	Given new information or changing conditions, unexpected obstacles, and/or ambiguity in the work environment, the supervisor recovers quickly and maintains focus.	<p>Covered in the NCTC course “Introduction to Management Skills” and a variety of DOI University on-line courses.</p> <p><a href="http://doi.b2bln.com/tsonline/catalog.cfm#KCI">http://doi.b2bln.com/tsonline/catalog.cfm#KCI</a>  See Management Curriculum – Change Management Series and Personal Development Curriculum – Stress Management Series</p>

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Presentation and Briefing Skills	Given the oral communication requirements normally associated with supervision, the supervisor is able to express facts or ideas in a clear and organized manner that is appropriate to the audience and purpose of the presentation.	<p>Covered in a variety of courses, including DOI University on-line courses.</p> <p><a href="http://doi.b2bln.com/tsonline/catalog.cfm#KCI">http://doi.b2bln.com/tsonline/catalog.cfm#KCI</a></p> <p>See Communication Curriculum – Effective Presentation Series and Personal Development Curriculum</p>
Technical Writing Skills	Given the written communication requirements normally associated with supervision, the supervisor is able to express facts or ideas in a clear and organized manner that is appropriate to the audience and purpose of the document.	<p>Covered in a variety of courses, including DOI University on-line courses.</p> <p><a href="http://doi.b2bln.com/tsonline/catalog.cfm#KCI">http://doi.b2bln.com/tsonline/catalog.cfm#KCI</a></p> <p>See Communication Curriculum(Netg &amp; Skillsoft)</p>
Work/Life Programs	Given the supervisor's work unit and the various programs and options available to promote employee health and well being, the participant is able to create a work environment that maximizes flexibility and minimizes stress.	Covered in Applied Supervision
Problem Solving and Decision Making Fundamentals	Given the normal activities of a first level supervisor, the supervisor will be able to clearly state the problem or issue, identify and involve stakeholders in the decision-making process, identify alternatives and evaluate them against criteria, select and implement the best alternative(s), and evaluate the results.	<p>Covered in a variety of courses, including DOI University on-line courses.</p> <p><a href="http://doi.b2bln.com/tsonline/catalog.cfm#KCI">http://doi.b2bln.com/tsonline/catalog.cfm#KCI</a></p> <p>See Leadership Curriculum –Decision Making &amp; Problem Solving Series. Check out course #'s 46001&amp; 46006</p>